

INCORPORATING A DPW INTO THE FISCAL 2011 OPERATING BUDGET

**STATUS REPORT
TO THE BOARD OF SELECTMEN
AND FINANCE COMMITTEE**

**JANUARY 7, 2010
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WHERE WE ARE

STEP 1 - CREATE A VISION AND MISSION STATEMENT - **COMPLETE**

VISION STATEMENT

Westford prides itself in its ability to provide superior community services to its residents. In order to continue public services far into the future in an ever changing fiscal environment, Westford recognizes the requirement to improve efficiencies and economies.

The ***** Department will provide Westford the highest quality and responsive municipal level of service in the most cost efficient and effective manner taking advantage of economies of scale across its infrastructure through proper utilization of assets, procurement, maintenance, application of new technologies and personnel.

WHERE WE ARE

STEP 1 - CREATE A VISION AND MISSION STATEMENT - COMPLETE

MISSION STATEMENT

Westford's ***** department is dedicated to delivering high quality operational services in a responsive and cost efficient manner in support of the Town's residents, boards, committees and commissions through a workforce that is highly motivated and empowered in ensuring the safety and effectiveness of all its infrastructure and assets.

WHERE WE ARE

STEP 2 - FEEDBACK MEETINGS - 75% COMPLETE

- GATHERED FEEDBACK FROM 16 OF 21 AFFECTED COMMITTEES
 - ♦ SPREADSHEET COMPILED
 - ♦ IDENTIFIED 5 MAJOR CATEGORIES PLUS QUESTIONS TO ANSWER
 - ♦ WAITING FOR ADDITIONAL NOTES
 - ♦ BEHIND SCHEDULE ON DOCUMENTATION OF FEEDBACK
- ATTENDED DECEMBER DEPARTMENT HEAD MEETING
 - ♦ BEGINNING INDIVIDUAL DEPARTMENT MEETINGS
- CONSTANTLY UPDATING TOWN WEB SITE
- ANALYSIS UNDERWAY
 - ♦ BUSINESS PLAN BEING DEVELOPED
 - ♦ TOWN BY TOWN COMPARISONS

WHERE WE'RE GOING

STEP 3 - DOCUMENT INPUT AND

STEP 4 - POLICY DEVELOPMENT

- FINISH 1ST ROUND OF MEETINGS
 - ♦ SCHOOL COMMITTEE
 - ♦ DOCUMENT FEEDBACK
- SHARE INPUT WITH AD HOC DPW PLANNING COMMITTEE
 - ♦ REVIEW
 - ♦ DEVELOP INTERIM DPW POLICIES
- BEGIN ANSWERING QUESTIONS
- USE TOWN WEB SITE TO SOLICIT RESIDENT INPUT
- CONTINUE TO COLLECT AND ANALYZE INFORMATION